

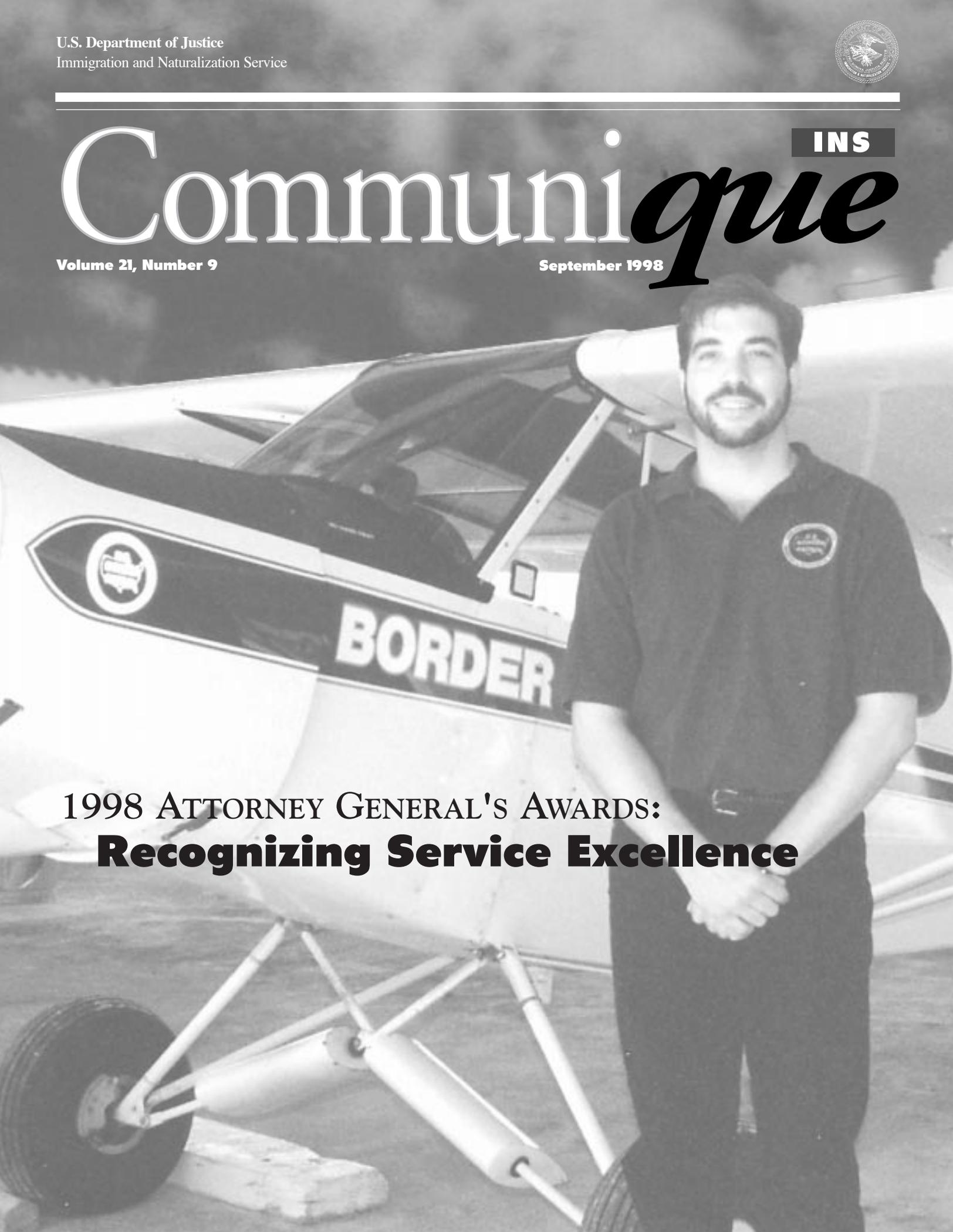


Communi[•]que

INS

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A black and white photograph of a man with a beard and mustache, wearing a dark short-sleeved uniform shirt with a circular patch on the left chest and dark trousers. He is standing with his hands clasped in front of him, smiling slightly. Behind him is a small, high-wing aircraft with a tricycle landing gear. The word "BORDER" is written in large, bold, white letters on the side of the fuselage. A circular logo is visible on the side of the fuselage near the cockpit. The background is a blurred outdoor setting, possibly an airfield.

1998 ATTORNEY GENERAL'S AWARDS:
Recognizing Service Excellence

Service Implements Testing Pilot

AT APPLICATION SUPPORT CENTERS

In another step designed to help improve the quality of the naturalization process, INS announced on August 13 the implementation of a civics and history citizenship testing pilot project at five of the Service's Application Support Centers (ASCs).

Lasting two months, the pilot was implemented to help INS study the feasibility of expanding the ASCs' current services to include 'in-house' civics and history testing. While 15 percent of all naturalization applicants currently use testing services outside of INS, the Service was scheduled to begin conducting all testing by the beginning of September. It is hoped that this pilot will assist INS in determining whether such 'in-house' testing is a reasonable alternative to the current process in which the civics and history test is conducted as part of the naturalization interview.

The pilot, which began in the third week of August, was implemented at the ASCs in Arlington, VA; Fresno, CA; Philadelphia, PA; Providence, RI; and San Antonio, TX. Through the 60-day program, participants at each site were

given the option of taking the specially designed test, which consisted of 20 questions based on the INS list of 100 sample

score placed in their A-file, but will be tested again on civics and history during their interview as if the ASC test had not

"This pilot...reflects our commitment to re-engineer the entire naturalization process to provide greater accountability and better customer service"

Commissioner Doris Meissner

civics questions. They were required to answer 12 of the 20 questions correctly within 30 minutes to pass the test, and were notified of the results while at the ASC. The test was only given in English, and only to those applicants not exempt from the English requirements for naturalization.

Applicants passing the test at the ASC will not be asked civics and history questions during their citizenship interview, and the test results will be made part of their INS record. Those who failed, however, will not have their

occurred. No re-testing will take place at the ASC.

"This pilot program reflects our commitment to re-engineer the entire naturalization process to provide greater accountability and better customer service," the Commissioner said in a statement when the initiative was announced.

While participation was strictly voluntary, only those naturalization applicants receiving fingerprint notices from the participating ASCs were eligible for the pilot.

INS Communi*que*

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The improvements in the naturalization process currently being put into place by INS should help reduce the pending backlog and improve the customer service that all benefits applicants receive.

NATURALIZATION PROCESS UPDATE:

INS/PricewaterhouseCoopers Redesign Showing Results

As the process of redesigning the naturalization system continues, the *Communi*que** will run occasional articles detailing the progress made to date. The following article, prepared by a member of the INS/PricewaterhouseCoopers redesign team, describes developments through August of this year.

In early 1997, The Department of Justice (DOJ) and INS' HQ Office of Naturalization Operations (ONO) began working with PricewaterhouseCoopers (PwC)—formerly Coopers & Lybrand—to redesign the naturalization process. The statement of work reiterated the Attorney General's desire that this reengineering project "examine all aspects of the naturalization process, from initial contact by an applicant, through case adjudication and the swearing-in ceremony, to the retirement of the case record." As the Service approaches the 21st century, the new naturalization process will use state-of-the-art technology and adhere to high standards of service and integrity to

improve performance at each of these key stages.

Beginning the Implementation Process. During the early phases of the project, the redesign team spoke with almost 1,000 INS employees, community-based organization (CBO) representatives, and immigrants to better understand the naturalization process. They redesigned the process on paper, tested it with INS employees, and refined it. On October 1, 1997, ONO and PwC began to implement the new process.

The goals of the naturalization redesign include enabling INS to: make the right decisions; make decisions in reasonable timeframes; conduct the process in a consistent fash-

ion across sites; ensure a cost-effective process; and improve customer service. If the Service meets these goals, it will decrease naturalization application processing times and backlogs and will enhance its public image. Some of the improvements that are being implemented as part of the redesigned process are described below.

A New Guide for Applicants. To better prepare applicants, ONO is creating *A Guide to Naturalization*, a single source of comprehensive naturalization information, which is scheduled for release this fall. During the first phase of the redesign, INS identified the need for improved applicant preparation. High continuation rates, coupled with large numbers of visits to information counters, illustrated a need for better ways to get information to applicants.

In addition, issues regarding the availability,

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Naturalization Process Update:

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consistency, and accuracy of the information provided by INS were among the most common concerns voiced by CBOs and applicants. The expected benefits of the Guide include: improved customer service; better-prepared applicants and applications; reduced counter and telephone center volume; and early eligibility screening of applicants.

The Redesigned Fingerprint Process. To reach the goals of the redesign, especially with regard to customer service and process integrity, INS has brought the fingerprinting process in house. In-house processing increases integrity and reduces opportunities for fraud by allowing direct INS supervision over the process. Accordingly, the Service has introduced Application Support Centers (ASCs), Designated Law Enforcement Agencies (DLEAs), and traveling vans to replace the Designated Fingerprint Services of the past.

In addition to improving process integrity, INS has worked hard to ensure that ASCs and other fingerprinting locations provide a high level of customer service. ASCs were designed with the applicant in mind, and feature personnel trained in customer service and diversity; locations that are easily accessible by public transportation; and flexible hours of operation, including evenings and weekends.

Most naturalization applicants are now fingerprinted at one of 120 ASCs across the country. Several DLEAs and vans are also serving applicants, and their number will continue to grow. Initial applicant response has been extremely positive. A customer survey conducted in May, for example, indicated that 98 percent of all customers rated service at the ASCs from “good to excellent,” and 95 percent were serviced in about an hour.

Complete File Review to Reduce Continuations. In May, ONO began piloting the Naturalization Complete File Review with Immigration Information Officers (IIOs) at two Service Centers and Adjudicators at four field offices. These employees have reviewed 3,000 randomly selected N-400s and A-files to ensure they contain all the documents necessary to adjudicate an application for naturalization.

As the pilot continues, IIOs will request via mail that applicants whose files are incomplete send the missing documents to the Service Center or bring them to their interview. After the pilot is completed in September, the redesign team will study the results of the review to determine the best way to get missing documents, and will recommend that ONO implement the best option throughout INS.

Research has shown that approximately 50 percent of all naturalization cases are continued, and 49 percent of these continuations are because of missing documents. The Complete File Review will reduce the number of cases that are continued as a result of missing documentation, reduce the need for applicant visits to local offices, and establish consistent operating procedures for these offices.

Service Centers Take on All N-400 Processing. To reduce growing naturalization backlogs and create a standard approach for processing applications, ONO has implemented a direct mail program for N-400s which moves processing from the field offices to INS' four Service Centers. As of April 15, all applicants began sending their N-400s to the Center that serves their local office. The goals of the direct mail program are to move data entering and data collection to a few central locations; let field offices focus on interviews, ceremonies, and closeouts; and increase the consistency of application processing.

2-D Bar Code Software. As a part of the new naturalization process, INS is also introducing new technology. One example is two-dimensional (2-D) bar-code software that allows data to be stored and entered through a scanner like the one used in your local grocery store. When applicants or CBOs complete an application using the new software, key biographical information is stored in the bar code. Service Center clerks can then simply scan the bar code and retrieve the information. This process creates less manual data entry at the Service Centers, resulting in fewer errors and decreasing the amount of work required per application. The software is also user-friendly, allowing applicants to easily complete their applications.

Preliminary testing has shown that clerks spend less time reviewing and entering bar-coded applications. ONO is now distributing N-400 2-D bar-code software to CBOs to speed up application processing. ONO is also researching the possibility of using bar-code software with other Service applications.

Continued Improvement Ahead. Many exciting changes in the naturalization process have occurred in the past few months. The redesign is an ongoing process, and ONO will continue to work with the field to implement the new process. Both applicants and INS employees should continue to see improvements in the months to come, and we will keep you updated on the progress made.

Hispanic Federal Executives Hold Summit in Washington, DC

Focus is on Improving Hiring, Training, and Promotion Practices

More than 80 high-level Hispanic Federal executives, many of them members of the Senior Executive Service (SES), met at the White House Conference Center June 24 to address issues such as increasing the representation of Hispanics in the Federal work force and ensuring those who do enter Federal service are afforded the same promotion potential as other workers nationwide.

According to the summit's letter of invitation, signed by former Secretary of Energy Federico Peña, Office of Personnel Management Director Janice R. Lachance, and Assistant to the President and Director of Presidential Personnel Bob Nash, Hispanics represent six percent of the career Federal work force, compared to 10 percent of the civilian work force. And while the number of noncareer Hispanics in the SES has more than doubled in the last eight years, there are currently only 147 (or 2.2 percent of the 6,800 total) Hispanics among SES-level employees nationwide.

Peña called this number "critically low" during his opening remarks at the conference, and pointed to one study that showed "65 percent of all Federal managers (and 49 percent of all Hispanic Federal managers) do not believe that Hispanics were underrepresented in their work force" as part of the ongoing challenge these workers face. Progress will be difficult to make, he said, if the lack of Hispanic representation is not seen as a problem. While INS has a larger percentage of Hispanic employees than any agency within the Department of Justice (DOJ), for example, as of June there were only three Hispanic SES-level employees within the Service (representing half of all Hispanic DOJ SES staffers).

The Goals of the Summit. The idea for the summit was developed jointly by the National Association of Hispanic Federal Executives (NAHFE) in collaboration with the U.S. Office of Personnel Management, the Office of White House Personnel, and the President's Management Council. Among its main goals were: "developing a long-term strategy for the training and hiring of Hispanic employees, preparing agencies for a change in their employee base as the face of the nation changes, identifying

areas where the [hiring and promotion] system is broken and moving to fix them, and increasing accountability" for minority hiring, training, and promotion in the Federal work place.



Former Secretary of Energy Federico Peña listens as one of the conference participants makes a point about Hispanic hiring levels within the Federal government.

To reach these goals, the successes of agencies including the Department of Health and Human Services and the Social Security Administration in the areas of Hispanic hiring and training were detailed over the course of the conference, and break-out sessions were held where issues and problems related to these areas could be discussed by cross-agency teams. In addition, separate discussions were held on issues such as "Addressing the Barriers to Hispanic Participation" in the Federal work force, and next steps were developed to help put the ideas formulated in the working groups into action.

"We must help recruit and hire Latinos and Hispanics throughout the Administration," Peña said at the conference. "This is not a new issue, but this session may [prove to] be an historic opportunity to change the course" of Hispanic hiring, training, and representation within the Federal government. "From the day he took office," Peña concluded, "the President has said he wants to have a Federal government that is representative of America—and we are doing that. The commitment is there, now the question is 'how do we get the job done?'"

This summit, he said, was a step toward answering that question.

Service Sees First 20-Year Female Border Patrol Agent

LOPEZ-MOSSMAN REFLECTS ON WOMEN'S PROGRESS IN THE PATROL

While the presence of highly talented women in the United States Border Patrol has become more common than ever before, one female

patrol agent (February 1995), and the first deputy chief patrol agent in a Border Patrol sector (April 1997). She was also the first female INS employee to participate

as part of the physical training requirements. According to the award nomination, Lopez-Mossman and many other women had difficulty with the wall, finding it "an artificial barrier established to keep women out of the Patrol." While the wall effectively kept her from completing the physical training component of the academy, she filed a class-action law suit and, along with 20 other women, was permitted to return to the academy and complete her training unobstructed. The rest is INS history.

Lopez-Mossman began her career with the El Centro, CA, sector and later moved on to the El Paso, TX, sector. In 1988 she was promoted to the position of Intelligence Agent at the El Paso sector headquarters, and was promoted again in 1992 to a supervisory Intelligence Agent within the sector. In 1995 she was promoted to deputy assistant regional director at the Central Region Border Patrol office in Dallas, TX, worked there until early 1996 when she began her participation in the Executive Potential Program (EPP). As part of the program, she was detailed to the Headquarters Budget Formulation Office, the HQOPS Budget Execution Staff, and, outside of the agency, to the National Oceanic and Atmospheric Administration's National



Deputy Chief Patrol Agent Loretta Lopez-Mossman of the Spokane, WA, sector stands with her husband William and their three children.

agent in the Service's Spokane, WA, has set a new standard for personal success and achievement. Her name is Deputy Chief Patrol Agent Loretta Lopez-Mossman, and she has become the first female agent to have 20 years of experience under her INS-issued gun belt.

Among her other career achievements, Lopez-Mossman was the first female Intelligence Officer in the El Paso Border Patrol sector (December 1988), the first supervisory Intelligence officer in the Border Patrol (February 1992), the first female deputy regional chief

in, and graduate from, the Executive Potential Program for new Service leaders (March 1997).

All of these accomplishments began in a somewhat inauspicious manner, according to her recent nomination for the Julie Y. Cross Memorial Award for Outstanding Leadership. When Lopez-Mossman joined the Border Patrol in June of 1978, women had only been in the ranks for three years. Accordingly, they still faced a major hurdle at the Patrol's training academy: an eight-foot-tall wall that each had to climb

Marine Fisheries Service in the office of the deputy assistant administrator. She joined the Spokane sector in 1997 following her promotion to deputy chief patrol agent.

Over the course of her career, she has also been integral in the development and implementation of “Operation Hold the Line” in El Paso, and served as the Federal Women’s Special Emphasis Program Manager, training women and encouraging the sector’s female employees to serve as mentors for one another.

And yet, despite all that she has accomplished, Loretta Lopez-Mossman is one of the most soft-spoken and mild-mannered Border Patrol agents one could ever meet. A mother of three, married to an INS Detention and Deportation Officer who used to be in the Patrol himself, she says in a quiet voice of her successes: “I actually expected them to come sooner.” She quickly changes the subject, however, focusing on the Patrol she entered as a trainee in 1978 and the challenges that she and other female agents have faced and overcome since then.

“There was an initial perception that men had when we first came in,” she says. “I don’t think that they thought we were tough enough to do it. That perception has changed, because [they know that] like the male agents, some females can make it and come can’t. You just can’t take for granted that every female agent can’t.”

Once female agents “get a couple of years under their belts,” she continues, “it makes it easier. You get a reputation that you can cut it—the same as any male agent.” By staying in the Patrol and persevering, she says, “you hope it will encourage other agents by showing in can be done. But you don’t do it only for that reason. The Border Patrol has been an interesting career, and I’ve seen and done many things that I wouldn’t have been able to in Calexico [California, where she was raised].”

She had always heard about the Border Patrol when she was growing up, and “thought it would be a new challenge. The work is different, and because the number of women in the Patrol is so small (299 out of

nearly 7,000 agents nationwide at the end of FY97), you know immediately if anything you do is right or wrong.” While this level of attention may be different than in other

Once female agents “get a couple of years under their belts,” Lopez-Mossman says, “it makes it easier. You get a reputation that you can cut it—the same as any male agent.”

fields, she says, it is her belief that this will change as more women enter the Patrol and begin to move up the ranks.

“With time, I think you will see the number of women in the Patrol grow,” she says. “We’re having a problem [right now] with retention, but that’s the same as with male agents. But we’re improving in this area, and women are starting to make inroads into management. Every time one makes this move, it shows that they don’t have to leave” the agency to advance their career. This is evident outside of the Patrol, as well, she points out, with the recent appointment of former agents Christine Davis as deputy district director in Chicago, IL, and Patricia Schmidt as the assistant district director for Investigations in Seattle, WA.

She stops for a second, pauses reflectively, and concludes, “When I began, there really weren’t too many jobs that women could take and that would give them some chance for career advancement. I’ve had a good career with the Patrol.”

And with 20 years of experience, it’s not over yet.

Border Patrol Seizes Smuggled Viagra

NEAR SAN DIEGO

It was only a matter of time. While the Border Patrol typically interdicts drugs, smuggling vehicles, and, of course, illegal aliens, the Headquarters Office of Intelligence reported July 24 that agents in San Diego have interdicted the first shipment of smuggled Viagra.

Purchased by a 41-year-old Japanese tourist in Mexico, the 1,046-pill stash was bound for Tokyo

where the drug reportedly sells for up to \$300 per tablet. The cost in Mexico is just over 96 pesos per pill, or \$11.20, slightly more than it is sold for in the United States.

While a prescription is required to purchase Viagra both in the United States and Mexico, pharmacists in Tijuana routinely sell it over-the-counter.

Field News of Note

NFU Disposes of More Than 1,000 Firearms

On June 2, the Service's National Firearms Unit, working with the Office of Administration and the Office of Logistics, disposed of more than 1,000 excess INS-owned firearms. The disposal brought the number of excess guns destroyed by the Service to more than 7,000, with an additional 400 firearms transferred to other Federal law enforcement agencies. The Service still has approximately 18,000 excess firearms in its inventory.

Dallas Administrative Center Sees FOIA/PA Backlog Reduction

According to the Headquarters Office of Management, as of June 20 regional statistics indicate that the backlog of Freedom of Information Act/Privacy Act (FOIA/PA) requests in the Dallas Administrative Center had been reduced to just 112. This represents a 56 percent decrease from the previous month's backlog figures.

Service Opens Oakdale, LA, Field Office

INS' New Orleans, LA, district has staffed a new field office in Oakdale, LA. Officially opened on May 25 after nearly five years of program development, the 23,000-square-foot facility is more than twice the size of the buildings it replaces and has enough office space for 100 staff members. The new office will support programs related to both the Federal Bureau of Prisons (FBOP) and Executive Office for Immigration Review (EOIR) facilities in Oakdale.

Massena PAIC Recognized for Heroic Action

Massena, NY, Patrol Agent-in-Charge Richard Ashlaw was honored in mid-July by the St. Lawrence County Fire Chiefs' Association for his heroism in saving the life of a man trapped in a hotel fire in March.

As reported in the May issue of the *Communiqué*, Agent Ashlaw's quick thinking led to the rescue of James Baker who had been trapped in his room at Massena's Albion Hotel when the building unexpectedly caught fire. After seeing the fire and learning from patrons of the downstairs bar that Baker might still be inside,

Ashlaw entered the smoke-filled building without protective gear, located the man's apartment, and crawling on his hands and knees to avoid smoke inhalation, found him and pulled him to safety.

According to association fire investigator David Leary, the presentation of the award to Ashlaw represented one of the few times that such an honor has been bestowed on an officer other than a firefighter.

Accompanying Ashlaw at the presentation ceremony were his wife Kathy and 12-year-old son Ryan.

Class of '98 Update: 10-year INS Veteran Graduates Again

By Dawn Di Angelo
New York District Public Affairs

The commencement speeches had been completed and the tassels turned. It was graduation day 1998—a day that proved special for INS employees nationwide who watched their children take another step towards adulthood.

But this year's ceremonies were perhaps even more special for one employee in the Service's New York district. For on June 2, 1998, FOIA/PA Paralegal Specialist Margaret Londra, a 10-year INS veteran, took her place among the graduates, receiving a Master of Arts degree from Brooklyn College of the City University of New York.



FOIA/PA paralegal specialist—and recent master's degree recipient—Margaret Londra stands in front of the clock tower at Brooklyn College.

Londra's journey through higher education has taken many years, beginning with her attendance at a junior college near her childhood home near Lake Placid, NY. While raising her family, she graduated with a Bachelor of Science in Management from Adelphi University. Ten years ago, as she began her career with INS and her son got ready to enter college himself, she considered going to graduate school. But the timing wasn't right, and it also took a while to find a program that enabled her to maintain a home, fulfill her family commitments, work full time, and go to school.

With the support of her family, she entered the Brooklyn College graduate program in 1992, taking one course per semester for five-and-a-half years until she reached her goal. And now, with her Master's Degree in hand, she is able to look ahead even more positively to the future.

"For a time I put my own aspirations aside, and those were happy years," she said after graduating. "Now I look forward to new challenges and, in time, [entering] the right doctoral program."

The New York district congratulates Londra on her accomplishments, and wishes her all the best in her future academic endeavors. She has indeed proven that it's never too late to continue one's education.

"Ask INS" Hits the Airwaves in Chicago District

The Service's Chicago, IL, district has taken customer service to the next level with "Ask INS," a live phone-in cable television program airing on the Chicago Access Network each month. Hosted by District Director Brian Perryman, the half-hour show allows viewers to call in during the broadcast with immigration questions and comments for the director. The show first aired in November 1997, and is designed to be one more way of improving outreach to the Chicago area's large immigrant community.

Response so far has been very positive, according to Perryman. "Each month we receive a great number of calls on a variety of immigration matters from people representing many different countries," he said recently. "I'm happy to be able to reach out directly to the immigrants we serve and communicate important information about the INS." The program, he concluded, "is yet another way of targeting Chicago immigrants and helping them [to] better understand immigration issues."

An Active Public Affairs Program.

According to the district's Public Affairs Director Gail Montenegro, the Chicago office "prides itself on its active public affairs program." In addition to participating in the "Ask INS" cable broadcast, DD Perryman also makes monthly appearances on Spanish-, Polish-, and Chinese-language radio talk shows to answer immigration-related questions from listeners. He also conveys important immigration information through week-



Chicago District Director Brian Perryman and Public Affairs Specialist Gail Montenegro answer questions from callers during a recent broadcast of the "Ask INS" cable TV program.

ly INS columns that appear in a range of ethnic newspapers based in the Hispanic, Polish, Chinese, and Russian communities, Montenegro said.

Anchorage District Staffer Recognized

FOR MOUNTAIN RESCUE

Terry Charbonneau of the Service's Anchorage, AK, district has received several awards recently stemming from his quick response following a mountain climbing accident in Chugach State Park.

Charbonneau was biking on Alaska's Ptarmigan Pass, and was among the first on the scene of the accident, an hour before emergency crews arrived. Using his extensive training from both INS and the Boy Scouts of America, he administered first aid to the 12 climbers, all of whom later recovered from their injuries. Another two climbers fell to their deaths during the University of Alaska/Anchorage class outing.

Among the accolades Charbonneau received as a result of his quick thinking were an Honor Medal and plaque presented by the National Boy Scout Council. The medal is awarded to adult leaders who have demonstrated unusual heroism and skill in saving, or attempting to save, a life at considerable risk to oneself.

Charbonneau also was honored at an awards ceremony by Alaska Governor Tony Knowles and received the Anchorage Fire Department's Lifesaver Award and Fire Medal. The local Denali, AK, chapter of the Boy Scouts honored him for his life-saving efforts as well.

According to district officials, the accident was the worst climbing disaster in the history of the state park.

Service Holds First-Ever Immigrant Investor Visa Training

*By Victor Cerda,
Office of the Chief of Staff*

INS successfully held its first-ever immigrant visa training session on July 6 at the agency's Service Center in Laguna Niguel, CA. The week-long training, organized by Roy Hendricks of the Headquarters Office of Training, is part of the Service's ongoing efforts aimed at improving the handling of immigrant investor petitions.

Attended by 25 adjudicators representing all INS Service Centers, as well as Headquarters counsel and adjudications officials, the training provided a comprehensive review of recently issued Administrative Appeals Office precedent decisions on investor visa petitions. Instruc-

tors also addressed relevant financial and procedural issues.

Classes were facilitated by Cindy Yang and John Grissom of the Headquarters Administrative Appeals Office; Katherine Lorr of the Headquarters Office of Adjudications; Ken Renwick of the Texas Service Center; and Alex Gisser, Derek Smith, and Susan Mathias of the Office of General Counsel. In addition to the Service personnel, representatives from the Department of State (DOS) and the State of California Office of Trustees provided training. All adjudicators were presented with training certificates at a closing ceremony hosted by Western Region Counsel William B. Odencrantz.

The EB-5 Program. The Immigrant Investor Program, commonly referred to as the EB-5 Program, has seen a steady rise in the number of petitions received. In response to this increase, along with the increasing complexity of the business plans submitted with the petitions, INS has conducted a Headquarters-led review of the program. This training was one of the many steps the Service has taken to ensure the efficient and proper adjudication of petitions in this program.

The training was enthusiastically received by the attending adjudicators. Additional sessions are already being planned, and will be expanded to include Investigators and counsel from the regional and larger district offices.

Ribbon Cutting Officially Opens Office in New Delhi, India

Ceremony Attended by U.S. Ambassador Richard Celeste

United States Ambassador to India Richard F. Celeste was on hand June 10 to cut the ribbon officially opening the Service's Global Reach office in New Delhi. According to Officer-in-Charge (OIC) Brian Vaillancourt, the ceremony was followed by the posting of a special plaque commemorating the occasion and a luncheon attended by more than 80 embassy officials including Deputy Chief of Mission E. Ashley Wills, Consul General Wayne Leininger, and several department heads and their employees.

Following the luncheon, INS staff members demonstrated various equipment used by the Service in its enforcement and training initiatives, including the new photophone, an electron microscope, and black light. Such instruments are critical, Vaillancourt said, "in the office's ongoing effort to combat illegal immigration activity, particularly in the high immigration fraud and alien smuggling part of the world that is South Asia."

A New Configuration. The opening of the new INS office in India is the result of intense negotiation between Headquarters and the OIC with the Department of State, the Agency for International Development (AID), and other officials, according to Vaillancourt. And while the office had to be relocated as a result of an AID move, the transition has led to the acquisition of additional offices, more space, and an improved facility configuration, all at no cost to the Service.

This new configuration has resulted in improved customer service, Vaillancourt said, because applicants can be processed more quickly, as they no longer must be escorted long distances from outside the U.S. embassy to the INS office. In addition, applicants can now be processed and interviewed at the same time, which was more difficult to do before the move. An expanded and dedicated waiting area has also freed up more space for the Consular Section's growing number of applicants, "garnering enthusiastic support from embassy personnel."

Fraudulent Document Detection Training. As part of its operations, the New Delhi office held a fraudulent document detection training

session on June 8 at the American Embassy. Attended by 17 ticket counter and security personnel from Gulf Air, the session was led by Immigration Officer Gil Valencia and was the first of two such classes scheduled to train the airline's employees. Gulf Air carries about 50 U.S.-bound passengers per flight from New Delhi, and has eight scheduled flights each week to the United States, with connections from Muscat, Bahrain, Abu Dhabi, and Doha.

According to OIC Vaillancourt, the training is part of the New Delhi office's "aggressive initiatives to support the Commissioner's [FY98] Service priorities." Similar training has been provided for host country immigration officials and airline representatives in most of the



U.S. Ambassador to India Richard F. Celeste cuts the ribbon officially opening the New Delhi, India, international office as Officer-in-Charge Brian J. Vaillancourt looks on.

office's area of jurisdiction, which includes the cities of Mumbai, Calcutta, Chennai, Trivandrum, and Hyderabad. In addition, he said, training sessions have been held outside of India in Colombo, Sri Lanka; Dhaka, Bangladesh; and Kathmandu, Nepal.

If you currently work in an INS international office, and would like to let readers of the Communique know about your experiences overseas, please write to us care of the of address on the back of this newsletter.

Service Offers \$5,000 Reward for Alien Smuggling Information

REPRESENTS FIRST TIME SUCH ACTION TAKEN IN A SMUGGLING CASE

INS Western Region Director Johnny Williams announced on August 14 that for the first time in the history of the Service a \$5,000 reward is being offered for information related to alien smuggling on the California/Mexico border. The particularly heinous case that prompted the Service to offer the reward resulted in the deaths of seven suspected illegal aliens in Imperial County, CA.

The use of such monetary rewards is one component of the Service's new joint public safety initiative with Mexico, announced by the Commissioner at Headquarters in June

and detailed in the August issue of the *Communique*.

"By offering a reward for information on alien smugglers for the first time," Williams said when the announcement was made, "we are increasing our pressure on those individuals who callously choose to endanger the lives of others." Alien smugglers, he continued, "present one of the greatest dangers facing illegal border crossers, and must be brought to justice. We will use all of the resources... available to apprehend and punish these people."

Anyone with information on this case or any other smuggling

activity in Southern California should contact the El Centro Border Patrol sector toll-free at 1-800-901-2003, Williams said in concluding his statement. After receiving the information, Patrol Agents in the Anti-smuggling Unit will work with the Imperial, CA, County Sheriff's Office to coordinate all investigations.

Reported in *Newsweek* and other national media outlets, the deaths of the seven migrants represented one of the worst cases this year of heat-related loss of life on the border.

2,000th Agent Graduates from Charleston Academy

Total Represents 25 Percent of Border Patrol's On-board Strength

On July 27 the Border Patrol Academy Satellite Training Facility in Charleston, SC, held graduation ceremonies for the 369th session, marking the successful graduation of 2,007 agents since the facility opened in 1996. This total represents over 25 percent of the current on-board force of the Border Patrol. More than 600 other trainees are currently at various stages of their training in Charleston, with more arriving every month.

The Charleston facility was opened when INS' training load began to exceed the capacity of the Federal Law Enforcement Training Center (FLETC) in Glynco, GA. While Border Patrol classes are still being conducted there, most basic training is now being done at the Charleston academy.

Facility Statistics. The Charleston site has over 500,000 sq. ft. of building space including a complete physical training complex; five firearms ranges; three driving ranges (including a 1.8-mile emergency response course); over 100 classrooms; lodging

space for 740 students; a 500-seat dining facility; three language labs; two computer labs; two interview modules; a gymnasium; practical exercise facilities; a running track and confidence course; offices, administrative, and facility support spaces; an after-hours club; a convenience store; a barber shop; lounges; and laundry facilities.

More important than the facilities, however, are the people occupying them. The Academy staff realizes that within a few years most Border Patrol agents in the field will have graduated from the Charleston Academy. This dedicated training team is aware that the entire Immigration Service will be impacted for decades by quality of the Charleston training program. Accordingly, like their counterparts in Glynco, they are committed to doing the quality job that will help INS reap benefits for years to come.

Charleston Border Patrol Chief Ron Myers contributed to the development of this story.

ADDRESSING AND PREVENTING MISCONDUCT:

Your Role as a Service Employee

By John P. Chase, Director
Office of Internal Audit

As a law enforcement agency, INS must hold its employees to the highest standards of professional and personal integrity and serve as a positive example for its state and local law enforcement counterparts. The integrity of law enforcement personnel is a crucial component of the achievement of the Service's mission and goals. To protect that integrity, INS, via the Office of Internal Audit (OIA), has an in-house mechanism to receive and resolve allegations of misconduct. By regulation, all employees and managers are required to report possible instances of misconduct to OIA and/or to the Department's Office of Inspector General (OIG).

In 1997, the Attorney General herself noted an example of how the process in place for resolving allegations of misconduct has a positive impact on the agency as a whole. She personally recognized two Border Patrol agents who were instrumental in bringing to justice a former Border Patrol agent who has since been convicted for participation in drug smuggling. Those agents, Stephen S. Martin and C. James Englehardt, also received the Commissioner's Newton-Azrak Award for heroism last year. The Attorney General recognized that it was the integrity and courage of these two men—in the face of threats from those who saw them as deceiving a fellow agent—that should be looked upon as all that is right with the Service today.

Improving Credibility. Although not every instance of potential misconduct involves criminal behavior as described above, it is still difficult to provide information about suspected misconduct by fellow employees. However, such self-policing is the

only way for INS to maintain and improve its level of credibility with the Department, Congress, and the public it serves. Each and every employee should understand that if and when they became aware of possible misconduct, waste, fraud or abuse, information reported to OIA will be handled in the most discreet manner possible. In addition, if so desired, the identity of the person making the report will be protected to the extent legally possible.

The goal of any OIA investigation is to identify the facts that tend to prove or disprove misconduct has taken place, or whether or not an existing policy, procedure, or regulation has been violated and whether the subject employee(s) committed the alleged violation. Exonerating an employee is just as important as determining an employee committed a violation. Misconduct that goes unreported and is allowed to continue has a significantly negative impact on the employees who are aware of the situation and see no intervention by the agency's management.

Certainly, disciplinary and adverse actions have their place in preventing misconduct. Action short of removal deters future, similar behavior by the employee at hand. To the extent that other employees know of disciplinary and adverse actions taken, they may be deterred from similar behavior.

Systemic Corrective Actions.

Deterrence, however, is only one aspect of prevention. OIA also actively looks for deficiencies in Service systems that foster and permit misconduct, and addresses those matters in its findings. Systemic corrective actions, such as tightening loose procedures and internal controls, improving work methods or security, increasing oversight or supervision, and enhancing training, stand to benefit and protect both the Service and employees alike. Employees themselves are the best source of this important information that improves INS' accountability, credibility, and overall performance.

Employee Requirements for Reporting Allegations of Misconduct

Currently, OIA is responsible for conducting investigations into allegations of misconduct related to Service employees under the provisions of Operations Instruction (OI) 287.10. OIA and the Office of Inspector General of the Department of Justice (OIG, DOJ) are in agreement as to which types (and how) allegations of misconduct related to Service employees are to be reported, and that agreement is codified in OI 287.10.

Under (c) "Employee responsibility for reporting allegations of misconduct," the OI states:

- (1) All Service employees are responsible for immediately reporting either orally or in writing any allegation of misconduct as follows:
 - (i) To their supervisor or a higher level Service official in their chain of command; or
 - (ii) Directly to the OIA or to the OIG, DOJ.
- (2) The requirement that Service employees report allegations of misconduct to Service supervisors or managers, to the OIA or to the OIG, DOJ, is not to be construed as prohibiting a Service employee from also reporting an allegation of misconduct to any other appropriate authority.

The most current version of OI 287.10 is on the INSERTS CD-ROM. For more information, OIA can be contacted by writing to:

Office of Internal Audit
425 I St., NW, Room 3260
Washington, DC 20536
Fax: (202) 514-7244.

INS Employees Honored With 1998

ATTORNEY GENERAL'S AWARDS



Border Patrol Agent Steven Brooks, winner of the Attorney General's Award for Excellence in Law Enforcement, stands with Attorney General Reno and INS Chief of Staff Peter M. Becraft.



Robert Mellado, who was recognized for his participation on an interagency investigative team, is presented with his AG Award by Attorney General Reno. Standing with them are INS Chief of Staff Peter M. Becraft and Department of Justice Inspector General Michael Bromwich.



Associate General Counsel Brett Parchert, who received the Attorney General's John Marshall Award for Support of Litigation, stands with Attorney General Reno and INS Chief of Staff Peter M. Becraft.

Four INS employees were among the more than 100 Department of Justice staffers recognized at the 46th Annual Attorney General's Awards Ceremony held at Washington, DC's, Constitution Hall on July 8. As this year's INS award winners, Stephen Brooks, Robert Mellado, Brett Parchert, and Mark W. McDougall joined the many Service employees recognized over the years as the "shining stars" of the Department.

Stephen Brooks, a Border Patrol agent at the Service's Beecher Falls, VT, station received the Attorney General's Award for Excellence in Law Enforcement for "extraordinary valor in a life-or-death situation," demonstrated by his efforts to rescue several fellow officers during 1997 a shootout with a gunman who had previously killed two police officers and two civilians. Standing in full view of the gunmen, Brooks and a New Hampshire State Trooper forced him to reveal his position, and the man was killed in the ensuing gun battle. "As a result of their exceptional bravery and exemplary performance," the citation read, "further loss of life on that tragic day was avoided."

Robert Mellado, a criminal investigator with INS' Internal Investigation Branch, was honored with the Attorney General's Distinguished Service Award for his work as part of an interagency team that investigated the practices of the Federal Bureau of Investigation's (FBI's) Laboratory. Through an 18-month investigation, the team identified evidence of wrongdoing and improper evidence handling, with specific errors made in such high-profile cases as the bombing of the World Trade Center in 1993 and the Oklahoma City bombing in 1995. The investigation led to the development of a 517-page report that included 40 recommendations for improving the lab's practices, all of which were accepted for implementation by the FBI.

Brett Parchert, an associate general counsel within the Headquarters Office of General Counsel, was presented with the John Marshall Award for Support of Litigation, named for the fourth chief justice of the Supreme Court. He was recognized for work to obtain deportation orders against alien terrorists, and for his service to both INS attorneys in the field, and outside of the agency. Considered an expert on the Immigration and Nationality Act (INA), Parchert was recognized for "indefatigable efforts [that] have helped lead to the removal of aliens who posed threats to our national security."

Continued on page 15

Attorney General's Awards

Continued from page 14

Finally, **Mark W. McDougall**, an aircraft mechanical systems inspector in the Del Rio, TX, Border Patrol sector, received the Cubby Dorsey Award for outstanding contributions by a Federal wage grade system employee. The second INS employee in the past two years to win the award, McDougall was recognized for his outstanding performance in improving the Service's aircraft availability and safety. In addition, he was cited for saving INS significant time and money by rebuilding an aircraft that was scheduled to be scrapped. His achievements were called "integral to the accom-

plishments of the Border Patrol's Air Operations."

Introduced by Deputy Attorney Eric Holder, Attorney General Janet Reno cited the "exceptional achievements, leadership, and heroism" exhibited by this year's winners. "All of you have had an impact on the well-being of our nation and our quality of life. This is one of the great days for the Department of Justice," she said.

More than 420 Department employees were nominated for this year's awards, she said, out of the more than 100,000 Justice staffers nationwide at agencies including INS, the FBI, Federal Bureau of

Prisons, U.S. Marshals Service, and Main Justice offices. Of the 165 winners selected, 13 were from outside the Department, including New Hampshire State Trooper First Class Charles West, who was honored jointly with Agent Brooks for his part in successfully ending the Vermont shooting spree.

The awardees, the Attorney General concluded, "are a representative sample of the splendid work of the men and women of the



1998 Cubby Dorsey Award winner Mark W. McDougall accepts his award from Attorney General Reno as INS Chief of Staff Peter M. Becraft looks on.

Department, both here and overseas. I am very proud to be here, and proud to work with each of you." She called all of the winners "dedicated public servants who work each day for this country and the people of this country."

INS Officers Recognized for Law Enforcement Excellence

Eighteen Agents Based in Service's Laredo Sector

Twenty-three INS Border Patrol agents, including 18 from the Laredo, TX, sector, were presented with commendation awards by the International Narcotics Enforcement Officers Association, Inc., August 24 at the International Drug Conference in New Orleans, LA.

According to the association's executive director, John J. Bellizzi, the awards were given in recognition of "outstanding service and dedication to [each officer's] duties in the area of law enforcement."

Agents recognized with commendation awards include:

- Border Patrol Agent Ruben Aguilar, Laredo, TX;
- Supervisory Border Patrol Agent Larry Arthurs, Laredo, TX;
- Senior Border Patrol Agent Ruben Banda, Hebbbronville, TX;
- Border Patrol Agent Jose Carbajal, Laredo, TX;
- Border Patrol Agent Alberto Castro, Laredo, TX;
- Senior Border Patrol Agent Jeffrey M. Couture, Selfridge, MI;
- Supervisory Border Patrol Agent Humberto De La Cruz, Laredo, TX;
- Border Patrol Agent Matthew Donaldson, Laredo, TX;
- Border Patrol Agent Shaun Helt, Laredo, TX;
- Senior Border Patrol Agent John T. King, Selfridge, MI;
- Border Patrol Agent Henry Leo, Laredo, TX;
- Senior Border Patrol Agent Robert E. Lindemann, Selfridge, MI;
- Border Patrol Agent Hector Lira, Laredo, TX;
- Border Patrol Agent Brooks Madden, Laredo, TX;
- Senior Border Patrol Agent Ricardo Martinez, Laredo, TX;
- Border Patrol Agent Nicholas Maszatics, Laredo, TX;
- Border Patrol Agent Thomas L. Moss, Laredo, TX;
- Border Patrol Agent Robert Perez, Laredo, TX;
- Border Patrol Agent Daniel Schaefer, Laredo, TX;
- Senior Border Patrol Agent Robert Swartwook, Laredo, TX;
- Senior Border Patrol Agent Gary Tharpe, Pembroke Pines, FL;
- Border Patrol Agent Keith Toussaint, Laredo, TX; and
- Senior Border Patrol Agent Randall Wiles, Laredo, TX.

Congratulations to these fine Immigration and Naturalization Service employees.

Sheehan Receives NHTSA Public Service Award



J. Michael Sheehan

J. Michael Sheehan, the Service's acting associate commissioner for Administrative Centers, has received a special public service award from the National Highway Traffic Safety Administration (NHTSA), a component of the Department of Transportation.

Presented in April by NHTSA Administration Ricardo Martinez, MD, the award was given "in recognition of outstanding leadership and efforts in improving traffic law enforcement by developing partnerships with state and local law enforcement agencies and national law enforce-

ment organizations to make traffic enforcement a routine part of law enforcement activities."

Sheehan worked at the NHTSA from 1984-96, immediately prior to joining INS' Office of Management. As the chief of the administration's Police Traffic Services Division, he was responsible for leading the development of many of the procedures used to train law enforcement officers nationwide to detect whether drivers may be under the influence of alcohol.

Special Agent John Buis Receives Award for Valor

INS Special Agent John Buis of the Atlanta, GA, district's Investigations Branch has received an award for valor from the Federal Law Enforcement Officers Association. Presented at the association's annual convention in Oklahoma City in April, the award was given in

recognition of Buis's courageous intervention in an armed robbery and attempted carjacking. His quick thinking, the association noted, resulted in the arrest of one of the two suspects and the recovery of the previously stolen vehicle.

Buis is currently assigned to the Service's Birmingham, AL, satellite office. He began his career with INS in 1992 as a Border Patrol agent in Douglas, AZ, and transferred to the Atlanta Investigations office in 1996.

INS Psychologist Receives Award for Dissertation Research

The Stevens Institute of Technology has presented INS senior psychologist Nicholas Vasilopoulos with its Gaudet Award for the 1997-98 academic year. The award was given in the category "Best Dissertation in Applied Psychology." Vasilopoulos works in Washington, DC, in the Headquarters Office of Human Resources' Research and Assessment Division.

EOSH Division Earns Certificate of Achievement

The Headquarters Environmental Occupational Safety and Health (EOSH) Division was presented with a certificate of achievement in late July by the Office of Federal Environmental Executives. Given in recognition of the Division's environmental

efforts at INS facilities, especially regarding the promotion of pollution reduction strategies and recycling, the award was presented following the review of 300 nominations from 12 Federal agencies.

INS Staffer Has "Strong" Showing at Police and Fire Games

Kevin Strong of the Immigration Office Academy's Physical Training Division lived up to his name during the Georgia Police and Fire Games, held in La Grange, GA, in June. Strong placed second overall—and first in his age group—in the Games' 3.1-mile road race, earning him congratulations from his co-workers at the Academy.

UPDATE: RECORDS MANAGEMENT

The Freedom of Information Act/Privacy Act Information Processing System (FIPS)

INS' Freedom of Information Act/Privacy Act (FOIA/PA) Office is currently developing the FOIA/PA Information Processing System (FIPS) project, that will allow it to focus its efforts on providing quality customer service.

The FIPS initiative consists of two chief goals. The first is to redefine the processes involved in the handling of FOIA/PA cases. The second is to implement a technical solution that will enable the FOIA/PA Office to transform itself from a manual, paper-intensive environment into one using a computer-based information processing system.

One of the FOIA/PA Office's primary functions is to facilitate the timely, controlled release of information to its customers. The office currently receives requests for information and creates a physical file for each request. After the collection phase is complete, FOIA/PA officers copy the documents and apply the appropriate exemptions. Each FOIA/PA officer is responsible for processing the case they are working from beginning to end, so each may have many cases in various stages of completeness at one time. Tracking assigned work requires a significant amount of each officer's time. Because of the nature of this paper-based environment, reducing the Service's case backlog can at times be difficult.

State-of-the-Art Tools. The FIPS project currently under development integrates several state-of-the-art tools to address the existing problems in the FOIA/PA environment, while positioning the Service for compliance with the Electronic FOIA (E-FOIA) legislation passed by Congress in 1996. These tools

include computer software designed to convert paper documents into electronic images. This allows FOIA/PA officers to process responsive records for a request on-screen instead of by hand.

Work-flow software then manages the routing of cases throughout FIPS, allowing them to be moved electronically throughout the office operation process. An electronic database stores all information about each request, including actions taken, documents processed, correspondence generated, costs incurred, and notes for easy retrieval.

Facilitated Case Processing. With the existing backlog of FOIA/PA cases, customers are sometimes frustrated by the amount of time required to receive the information they have requested. FIPS will facilitate case processing, thereby reducing the current backlog, and leading to faster overall response time. In addition, the drastic reduction of paper involved in the process overall will allow FOIA/PA staff to focus on processing information instead of copying and moving documents.

The FIPS project and staff are recipients of the 1997 INS JustWorks Award and have also been nominated for Vice President Gore's Hammer Award, demonstrating that good work is recognized outside of the agency. The Office of Files and Forms Management and the Office of Records will continue to enhance the technical capabilities of its staff and improve the service provided to its customers. FIPS is one example of that work in action.

Service Suffers Loss of Two Border Patrol Agents in South Texas

Rodriguez, Salinas Honored for Heroism In the Line of Duty

In one of the most tragic losses suffered by INS in recent memory, two United States Border Patrol agents in the McAllen, TX, sector, Ricardo G. Salinas and Susan Lynn Rodriguez, were killed by a lone gunman in early July while assisting local law enforcement officers in his apprehension.

Service flags flew at half-mast following the incident, as the two agents were remembered for their courage in facing the risks associated with their jobs, as well as for their warmth, positive attitudes, and dedication to the work of the Border Patrol and INS as a whole.

Susan Lynn Rodriguez. The first female agent to be killed in the line of duty in the history of the Patrol, Susan Lynn Rodriguez was just 28 years old. Yet she had



Border Patrol Agent Susan Lynne Rodriguez

already served for nearly six years in the McAllen sector, and was described by Sector Chief Joe Garza as “cooperative, intelligent, determined, and accomplished.” Remembered as exceptionally well-liked by her peers and supervisors, she was following in the footsteps of her father, a retired officer who had served as both the chief patrol agent in the Blaine, WA, sector and the deputy chief in El Paso,

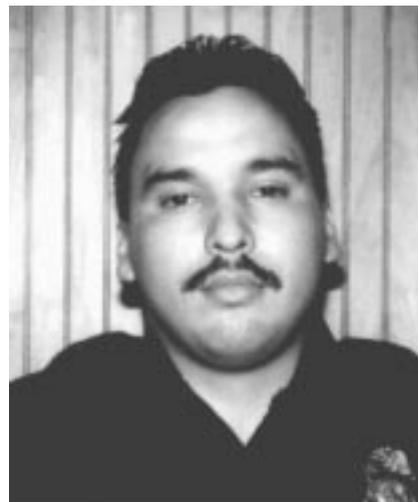
TX, over the course of his career. In addition, her husband, Gilbert Rodriguez, who was a Border Patrol agent when he and Susan met, is currently a Detention Officer in the Service’s Harlingen district.

As the McAllen sector training officer, Agent Rodriguez demonstrated her commitment to working with new agents coming into the Patrol. She had earned her reputation for developing younger agents, and Ricardo Salinas was just one of those younger agents with whom she worked every day. An example not only for female agents, but all Border Patrol agents, she and her husband had just started their lives as parents together.

Ricardo G. Salinas. A graduate of the University of Texas at San Antonio, Rick Salinas had always wanted to pursue a career in law enforcement, according to his father. Choosing the Border Patrol as that path, he was accepted and graduated from Academy Class 351. He successfully completed the training, and was assigned to the McAllen sector’s Harlingen station. The day before he lost his life, he had taken the 10-month probationary law examination—the final step in making the transition from trainee to full-fledged agent.

Described by family and friends as a loving and compassionate person who was always willing to lend a helping hand, he displayed that commitment most fully when called upon to help his fellow law enforcement officers in South Texas. He was remembered by Commissioner Meissner as “a superb representative of a new generation of Border Patrol agents—expertly trained, well-educated, highly dedicated, and deeply committed” to serving the nation.

“It is a tragedy any time a Border Patrol Agent is struck down, but I have been especially saddened by the loss of Agent Ricardo G. Salinas and Agent Susan Lynn Rodriguez because they were so young, with limitless potential for the future that can no longer be realized,” the Commissioner said in her memorial remarks for the fallen agents. “I have no words that can offer sufficient comfort. But I want you to know that I and the entire INS



Border Patrol Agent Ricardo G. Salinas

family honor, and will always remember, [their] courage, dedication, and sacrifice. The memorials were also attended by Attorney General Janet Reno and many state and local law enforcement agency representatives.

Special Honors. Agents Rodriguez and Salinas each also received special honors from organizations outside INS in late July. In recognition of her heroism and dedication to excellence, Agent Rodriguez was posthumously given a Purple Heart citation, one of the highest honors presented to members of the law enforcement and

firefighting community who are wounded or killed in the line of duty. Presented by the Military Order of the Purple Heart in Harlingen, TX, it was the first time ever the honor had been bestowed upon a female Border Patrol agent. A similar citation has been requested for Agent Salinas.

Agent Salinas was honored by the San Antonio Housing Authority, which announced its plan to name a future housing development

in his memory. Saying that the proposal was designed to recognize the sacrifice made by the Salinas family, Housing Commissioner Robert Beltran called the plan "more than rightly fitting...since we have the opportunity." Agent Salinas's father, Arturo, who has worked for the Housing Authority for the past year, expressed his appreciation for the memorial to his son.

P e o p l e o n t h e M o v e

At Headquarters:

Counselor to the Commissioner **Julie Anbender** has been appointed as the acting director of the Headquarters Office of Public Affairs. She replaces former director **Eric Andrus** who has accepted a position with the New York public relations firm of Robinson, Lerer & Montgomery. Also within the Office of



Julie Anbender wishes Eric Andrus well on his new job in New York.

Public Affairs, **Russell Bergeron** has been named the acting director of media relations.

Six INS Headquarters employees and one from the field have been named as either members or alternates on the Border Station Partnership Council. They are **DeNiele Berman** (HQENG), **Ramon Garcia** (HQENG), **Stuart Subke** (HQENG), **Christina Tilbury** (HQINS), **Diane Hinckley** (HQINS), **Gina Vinciguerra** (HQENG) (alternate), and **Joseph Heyman** (Central Region, Inspections) (alternate). The Council, which

held its second meeting in Tacoma, WA, on August 11-14, comprises Operations and Facilities representatives from INS, the U.S. Customs Service, the General Services Administration, and the Department of Agriculture. It works to establish a comprehensive approach to border station management that includes centralizing the planning and development of facilities infrastructure and facilitating the identification of critical border initiatives, new technologies, and other ways of improving the flow of cross-border traffic. The Council is headed by John O'Reilly of the U.S. Customs Service.

In the Field:

Daniel Molerio, assistant district director for Investigations in New York, NY, has been selected as one of only two Department of Justice employees to participate in the 1998 Attorney General's Leadership Development Program. The program, which is in its first year, enables Department employees to pursue full-time graduate studies in either management or public administration. Molerio has been accepted at Harvard University's Kennedy School of Government where he will study in the Master of Public Administration program.

Associate Border Patrol Agent **Dennis McCloskey** has been selected as the new deputy chief patrol agent at the Border Patrol Training Academy in Artesia, NM. He has worked at the Border Patrol Academy in Glynco, GA, since 1990, before which he was an assistant chief patrol agent at Headquarters in Washington, DC.

Beyond Reason

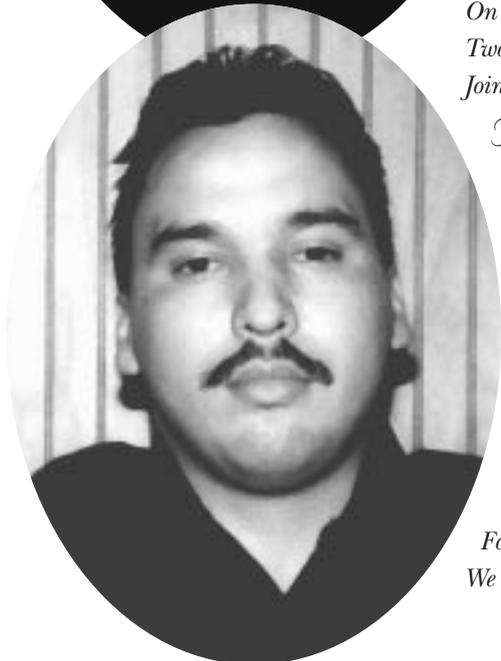


*How could it have been
On such a lovely South Texas morn
That yet a tragedy in the making
Would of no necessity be born*

*What reason could be invented
For a young man to go crazy
Not enough being merely demented
Any answer will always be hazy*

*Two innocent victims slain
Rudely awakened from their dreams
Their lives snuffed out in vain
A family ripped apart at the seams*

*And then, adding to the misfortune we fear
On that most reprehensible day
Two Border Patrol agents by happenstance near
Joined in on the chase underway*



*Agents Salinas and Rodriguez did not pause
To for their own safety ensure
A call for help came first simply because
That was the way that they were*

*There is no valor in dying young
Who thinks otherwise is but a fool
To extinguish a family only just begun
Makes the Fates inexplicably cruel*

*I will never be honored to meet either one
Of our noble comrades, their tales yet untold
For on that ill-destined day under Heaven's sun
We lost two valiants with hearts of gold*

Kenneth M. Muir
Assistant District Counsel
Harlingen, TX, district

Communi^{INS}que

The *INS Communique* is published by the Headquarters Office of Public Affairs to inform employees of the Immigration and Naturalization Service about official and unofficial activities. Readers are invited to submit articles, photographs, and letters to the editor. Write to INS Public Affairs, Washington, DC 20536; or ☎ (202) 514-2648. This newsletter and other useful information also are available on the Internet through the INS web site at <http://www.ins.usdoj.gov>.

Doris Meissner
Commissioner

Julie Anbender
Acting Director, Office of Public Affairs

Mitch Katz
Editor

Cover: An aircraft mechanical systems inspector in the Del Rio, TX, Border Patrol sector, Mark W. McDougall received the 1998 Attorney General's Cubby Dorsey Award for outstanding contributions by a Federal wage grade system employee. He was the second INS employee in the past two years to win the award. (see story on page 14) (photo courtesy Del Rio, TX, sector)